MANAGING FOR RESULTS (MFR)
GUIDE TO STRATEGIC BUSINESS PLAN DEVELOPMENT[1]

Section 1: Developing the Strategic Portion of the Plan

The Strategic Plan should contain the following elements, developed through a collaborative process that includes key internal and external stakeholders.

Business Environment
- Review of emerging issues, trends and community indicators that will impact the department, its customers and/or the demand for the department's services over the next two to five years
- Summarization of issues into a few concise statements called "Strategic Issues" which identify the critical issues that must be addressed so the department can successfully serve its customers

Strategic Results
- Identifies the measurable results the department must accomplish over the next two to five years in order to address its "Strategic Issues"
- Represents significant effort—not business as usual
- Expressed in concrete and measurable terms, and should identify an expected date when the strategic result will be realized

Mission Statement
- Clear, concise statement of purpose for the department or agency
- Uses the Managing for Results template
- Avoids bureaucratic language and jargon

---

[1] The *Guide to Strategic Business Plan Development* is the result of an amalgamation of resources and strategies from Weidner Consulting, Inc. and its planning efforts with both Franklin County, Ohio and Maricopa County, Arizona (www.maricopa.gov/cio/mfr/).

Revised 03/03/03

ASSESSING THE BUSINESS ENVIRONMENT

Purpose

Departments must perceive and anticipate what is ahead for their customers and their employees to effectively influence the future. The Business Environment assessment provides the information and perspective that gives context for the development of Strategic Results, the Mission, and Programs that will focus resources on desired results.

The result of a Business Environment assessment is a set of briefly worded Strategic Issues. These issues summarize the factors, trends and community indicators that will have a major impact on the department and its customers over the next two to five years. Each issue should be based on data, information and common sense that describe changes anticipated from inside and outside the department over the coming two to five year period. Web links that may assist with this process are www.communityresearchpartners.org, www.odod.state.oh.us/research/, www.census.gov/.

Steps: Assessing the Business Environment

1. Review existing information
2. Ask probing questions for Internal Assessment
3. Ask probing questions for External Assessment
4. Synthesize trends to develop **Strategic Issues**
5. Check Strategic Issues against key criteria

Step 1. Review existing information

- Identify the key sources of information used by your department/agency to monitor internal and external trends. Assemble and review this information to facilitate internal and external assessment.
- Possible sources of internal information:
  - Past strategic business plans
  - Program performance data
  - Employee satisfaction surveys
  - Departmental studies
  - Annual Reports of the agency
  - Agency revenue/expenditure data
- Possible sources of external information:
  - Census data of county demographics/population (www.census.gov)
  - Community Indicator data (www.communitytresearchpartners.org, www.odod.state.oh.us/research/)
  - County economic data
  - Laws and regulations
  - Customer satisfaction surveys
  - Studies or expert opinion published in journals or magazines
  - Performance data from other similar government operations
  - State and federal funding
  - Newspaper articles

Step 2. Ask Probing Questions for Internal Assessment
- Possible Questions:
  1. What do previous assessments conducted by the agency tell us about issues and trends internal to the department? Which issues and trends previously identified are relevant today?
  2. How has the agency performed in achieving results measures? What does that tell us about what will need to be done differently in the future?
  3. What do we know about our work force? How it will change or need to change in the future?
  4. What technology challenges will we face?
  5. Is the organizational culture focusing its beliefs, behaviors and language on managing for results? What challenges do we face in developing a results-oriented focus?
  6. What do employee satisfaction surveys tell us about how our performance is perceived and valued?
  7. Is the agency's organizational structure designed to achieve results?
  8. What do others in our business tell us that may have implications for the agency?
  9. What does the staff see changing inside the agency that could have a major impact on the agency's ability to achieve its mission?
- Record discussion and analysis around these and other relevant questions. Synthesize the discussion into a manageable number of internal strategic issues.

Step 3. Ask Probing Questions for External Assessment
- Possible Questions:
  1. What do past assessments conducted by the agency tell us about issues and trends external to the department? Are the issues and trends previously identified relevant today?
  2. What are our customers telling us, based upon survey and/or focus group data?
  3. Is the agency in a competitive market place? Are there other organizations that can do what the agency does? Do they or will they want the business?
  4. In what ways are the agency's customers changing? What implications do those changes have for the agency?
  5. How does the agency's performance match up to its peers in the same business?
  6. What is happening in the business, statewide and nationally, that will affect the agency? Laws? Funding? Regulations?
  7. What is happening in Franklin County (community indicators) that will affect the agency? Population? Demographics? Economy? Politics? Education? Safety? Health? Substance Abuse? Crime?
- Record discussion and analysis around these and other relevant questions. Synthesize the discussion into a manageable number of external strategic issues.

Community Indicators
The Business Environment of the strategic business plans could be enhanced by including strategic issues in the community that impact the demand for the agencies' services.

What is an Indicator?
MJ Landers and Associates, Inc. define Community Indicators as: "A way to measure conditions in a community. Community indicators can measure progress toward

achieving broad social, economic and environmental goals. Indicators can also be used more specifically for comprehensive plan monitoring and evaluation."

Global categories of community indicators that might affect demand for county programs/services include but are not limited to:

Population	**Education**
Migration	Graduation Rates
Population characteristics	Literacy
Employment Profile	

Income and Employment	**Health**
Household income	Birth to teens
Unemployment rate	Use of tobacco, alcohol and drugs by youth
Economic growth	Insurance coverage status

Housing	**Safety**
Homelessness	Juvenile delinquency
Rental assistance	Juvenile detention
Subsidized housing units	Child abuse and neglect
	Substance abuse and crime

Specific examples of community indicators utilized by other government entities throughout the county are:

- **Affordable Housing:** Home vacancy rates; Average rent; Median family income as percent of median single-family house price.

- **Clean Environment:** Manufacturing workers per pound of toxic chemicals released into water (as reported in the Environmental Protection Agency's Toxic Release Inventory); Households per pound of solid waste disposed.

- **Economy:** Number of business establishments; Total wage and salary jobs; Per capita income as percent of state average; Professional, technical and managerial occupations as percent of total; Poverty as measured by the percentage of public-school students participating in free or reduced-cost lunch programs; Total taxable value of real estate property; Ratio of residential to non-residential tax base (determines what percentage property tax base comes from residential property).

- **Health and Safety for Persons and Property:** Persons per violent crime; Persons per non-violent crime; Persons per emergency call; Persons per traffic accident deaths, Persons per accidental (non-traffic) deaths; County cancer death rate relative to state; County heart disease death rate relative to state.

Specific examples of community indicators that might impact the demand for Franklin County services include:
- Current/Projected mortgage interest rates have an impact on service demand on the Filing Program in the Recorder's Office.

- Current/Projected Franklin County population over age 60 has an impact on the service demand for the several programs within the Office on Aging.
- Franklin County unemployment rate has an impact on the demand for services of many Job and Family Services' programs.

Step 4. Synthesize trends to develop Strategic Issues.
- List the internal and external issues identified in steps 2 and 3.
- Identify common themes in the issues, and group them according to these themes.
- For each set of issues sharing a common theme, write a strategic issue that summarizes the set of issues and its impact on the agency.
- Discuss the strategic issue and revise until there is consensus on the issue and impact.
- Continue this process until all strategic issues are completed.
- List the strategic issues in the Business Environment section of your strategic business plan.

  Note: It is recommended that each agency have no more than 8-10 Strategic Issues and/or Community Indicators in their Business Environment section; however, this is meant only as a guideline, not a requirement.

Tips for Developing Strategic Issues
- Writing strategic issues requires a review of the relationship between the internal and external issues and trends, and then synthesizing that information into concise statements of impact. The following steps are helpful in summarizing impacts:
  - Determine if any of the issues or trends from the two lists is essentially the same and constitute a major trend affecting the agency.
    Example: The external trend of an aging and increasingly well-educated population is also reflected in an aging and increasingly well-educated departmental/agency work force, which will challenge the department's ability to sustain a qualified workforce over the next five years.
  - Determine if any of the issues and trends from the two lists matches up as driving/supportive and restraining forces.
    Example: The internal need for a better-educated work force is matched by a high dropout rate at local high schools. This will challenge the department's ability to sustain a qualified workforce over the next five years.
- Strategic Issues contain two parts:
  - Description of the major issue or trend
  - Description of its impact on the agency
- Once aware of strategic issues, a strong tendency exists to identify what must be done—i.e. action statements. Remember, strategic issues are statements of what is or what will be. Reserve action statements for the strategic results and operational section of the business plan.
- Sometimes there is a tendency to write strategic issues as a statement of need. Avoid this and instead work to state the issue or trend as a fact, not a need.
- Always be sure that you can substantiate strategic issues with relevant data and analysis. The issues and trends identified need to be real, not imagined.

Step 5. Check Strategic Issues against key criteria
- Key Criteria:
    a. Does each strategic issue identify a factor or trend that will prevail or emerge over the next two to five years?
    b. Does each strategic issue identify an impact on the agency?
    c. Is each strategic issue clearly stated so that internal and external stakeholders can easily understand the issue and its impact?
    d. Is each strategic issue a statement of fact and expected impact, rather than an action statement or recommendation?
    e. Are the factors, trends and community indicators identified based on verifiable data and analysis, and/or the sound professional judgment of staff?
    f. Is the link between the factor or trend and agency impact reasonable? Logical? Plausible?
    g. Have any important issues or trends been omitted?
- Strategic issues that do not meet the review criteria should be revised.

Next Step: Developing Strategic Results
With the strategic issues in mind, the next step for the planning team is to determine how the department will meet these challenges.

DEVELOPING STRATEGIC RESULTS

Purpose

Strategic results state significant results to be achieved over the next two to five years. They express, in terms of results, what the department/agency must do in order to proactively respond to the major issues facing the department/agency as expressed in the strategic issues.

Strategic results translate the mission into the operations, performance and budget of the department. Strategic results create the department's identity and are critical in order to:

- Establish alignment between the strategic part of the plan — strategic issues and mission—and the operational part of the plan — programs and services.
- Provide a results-oriented basis for decision making at all levels
- Demonstrate accountability to elected officials, the public, and decision-makers. Provides the basis for evaluating the department as a whole.

Steps: Developing Strategic Results

1. Review definition of strategic results and criteria
2. Review the core issue statements and discuss how the department intends to address them in a proactive and anticipatory manner.
3. Based upon this analysis, write the department's strategic results.
4. Review results written in previous plans and determine if the issue addressed is still relevant and still a priority.
5. Check: Do the completed strategic results satisfy the county's key criteria?

Step 1: Review definition of Strategic Results and criteria.
Strategic results are:
- Results-oriented and long term (2-5 years)
- Descriptive and specific
- Focused on the customer or on improving the department/agency
- Represent future achievements that transcend or go beyond current practice and the status quo
- Developed through a participatory process
- Specific, achievable results
- Accomplished through programs and lines of business
- Measurable directly, or indirectly, through programs and lines of business
- Additionally, some strategic results may also express a desired change in the department's work environment.

Step 2. Review Strategic Issues and discuss how the department intends to address them in a proactive and anticipatory manner.
Review the strategic issues with the following questions in mind:
- Does the department/agency need to respond? How?
- What results would need to be achieved in order to influence the issues or trends in the right direction?
- How will these help us anticipate and influence change?

Step 3. Based upon this analysis, write the Department's/Agency's Strategic Results

Tips for Writing Strategic Results:
- Develop strategic results that address strategic issues. Strategic results should clearly state what the department/agency must accomplish to proactively respond to its business environment.
- Write strategic results that will guide the development of the rest of the strategic plan, particularly the definition of programs and operational results associated with each program.
- State strategic results in specific, results-oriented terms, rather than in broad, general terms.
- Write strategic results that effectively communicate the department's goals to both internal and external stakeholders.
- Identify a year when the strategic result will be accomplished.

Examples:

- **Original Strategic Result:**
  County staff will have performance measures that align with the agency's strategic business plan.

- **Improved Strategic Result:**
  100% of County agency staff will have performance measures that align with the agency's strategic business plan or mission statement, as part of their performance appraisal/individual development plan by 2005.

Step 4. Review Strategic Results from previous Plans
NOTE: Following initial development of strategic results, review strategic results written in previous plans. It is critical to refrain from developing strategic results by first reviewing old results. This will significantly hinder the department's/agency's ability to consider emerging issues and trends in new ways and in terms of results to be achieved. However, once the strategic results are developed and agreed upon, it is then useful to review previous results.

- Review Business Environment (strategic issues, emerging trends and community indicators) in terms of results to be achieved. Develop measurable results focused on the future.
- Determine whether any previously established strategic results are still relevant to the department's current business environment. Delete results that are no longer relevant.
- If still relevant, determine how they might need to be revised to adequately communicate the intended message and meet the following criteria:
  - Describes department's response to strategic issues
  - Measurable, directly or indirectly though programs
  - Aligned with the mission of the department
  - Accomplished through one or more of the department's/agency's programs
  - Focused both on internal and external results
  - Describes a desired impact the department intends to produce for its customers or the community

Step 5. Check: Do Strategic Results Satisfy key criteria?
- Key Criteria:
    a. Is the result focused on the future?
    b. Is there a clear relationship between the result and one or more strategic issues? Does the result express how the department/agency intends to respond to major issues and trends in a proactive manner?
    c. Are the majority of the results focused on achieving the department's mission for customers? Are the results that focus on building internal capacity kept to a minimum (one or less)?
    d. Is the result measurable, directly or indirectly?
    e. Is the result reasonably achieved through one or more programs?
    f. Taken together, do all the results provide a way to evaluate the department as a whole?
- Revise strategic results that do not meet the criteria.

Next Step – Developing the Mission Statement
Now that strategic results are clear, and the department can see how their achievement will influence the issue statements, strategists can better articulate a results-oriented mission.

DEVELOPING THE MISSION STATEMENT

Purpose
- The department's mission is a clear, concise statement of purpose for the entire department. The mission focuses on the broad, yet distinct, results the department will achieve for its customers.
- The formulation of the mission answers the fundamental question: Why do we exist as an organization?
- The mission is the cornerstone of the strategic plan and provides the basis for aligning results, lines of business, programs, and services. It provides the context for decision making at all levels in the organization.
- The department's mission creates clarity and identity for external stakeholders.
- For employees, the mission provides a common sense of purpose and identity for all staff and every work unit. Employees can understand how their work matters to the success of the department in the community.

Steps: Developing the Mission Statement
1. Consider the future direction of the department and its business environment.
2. Consider the existing mission of the department.
3. Consider the following key criteria about the existing mission.
4. Formulate the mission, using the Managing for Results template.

Step 1. Consider the future direction of the department
In the development of the strategic plan, the mission follows the completion of the business environment assessment and the formulation of strategic issues and results. Within this context, the mission is developed.

- Review and discuss the department's business environment.
- Consider who the department's current and future customers might be
- Consider the services or products that might be provided over the next two to five years.
- Review and discuss the strategic results and be clear about the impact the department intends to have on its customers and its future.

Step 2. Review the existing mission of the department
- Review the old mission statement prior to developing the new or revised mission statement. Mission statements should be succinct and results-oriented.
- Use the Managing for Results template (next page) to check existing mission statements.

Step 3. Consider the following key criteria about the existing mission:
- Is it still relevant?
- Does it still communicate effectively and clearly the purpose and scope of the Department?
- Does it clearly describe the type of service the department provides?
- Does it clearly identify the department's primary customers?
- Does it clearly state the results or benefits the customer receives?

Step 4. Formulate the Mission
Use the Managing for Results template to formulate the mission statement.

Managing for Results Template

The purpose of the _____
<div align="center">(AGENCY/DEPARTMENT)</div>

is to provide _____
<div align="center">(SUMMARY OF SERVICES PROVIDED)</div>

to _____
<div align="center">(CUSTOMER)</div>

so that they can_____
<div align="center">(PLANNED BENEFIT — EXPERIENCED BY CUSTOMER)</div>

© Weidner Consulting

- Identify department name.
- Express "products or services" in a summary phrase, not as a listing of services. (Don't confuse with "benefits.")
- Identify the principal customer or customer group – be as specific as possible.
- When completing the "Planned Benefit" line, watch for "circular" thinking – avoid statements that say that the department provides something so that the customer can have it.

EXAMPLES
- The purpose of the Office on Aging is to provide centralized access to diverse programs and individualized services for older adults, dependent adults, and their families so they can preserve their independence.

- The mission of the Franklin County Public Defender's Office is to provide comprehensive legal representation services in criminal, juvenile and custody proceedings to indigent persons in Franklin County so as to fulfill the constitutional mandate of "equal justice under the law."

- The purpose of the Human Resources Department is to provide employment services, training, technical human resources assistance, and group insurance benefit programs for the Franklin County Board of Commissioners' and other designated agencies so they can continue efficient agency operations.

Tip:
- Make every effort to create a mission that is neither too broad nor too narrow in scope. A mission that is too broad will likely be too general to be meaningful. One that is too narrow will limit the organization's ability to meet emerging, competitive demands. Both fail to communicate effectively to internal or external customers.

SECTION 2: DEVELOPING THE OPERATIONAL PORTION OF THE PLAN

- Strategic plans organize department results into operational levels – lines of business, programs, and services – regardless of the size or scope of the organization. At each of these levels, the work of the department is organized around results, rather than around processes, functions or other traditional categorizations. Organizing by common purpose or result helps departments shift focus from "what we do" to "how the customer benefits."

- The order in which these levels are presented in the strategic plan document differs from how they are developed, so that alignment is evident and employees can see how they contribute. The development process begins at the service level, then continues through program purpose statement and performance measure development, and ends at the line of business level.

- This process ensures that each of these levels is focused around results, rather than outputs, functions, or other common categories. It also ensures that the strategic plan incorporates the scope of the entire organization.

Why levels of Operational Results?

The strategic plan delineates levels of operational results — lines of business, programs, and services. Generally, results must be identified low enough to be operational, and high enough to be strategic and provide a presentation of results useful to executives and policy-makers.

A strategic plan that is organized around results and is illustrated in levels of operations – lines of business, programs, and services – achieves practical rather than theoretical results. These levels permit departments to provide a "mapping" of operations that is easy for external customers to access and understand, providing both an executive overview – at the line of business level and a "nuts-and-bolts" operational view at the program level.

Furthermore, levels of organizational results help departments define discrete results at the level where managers make day-to-day decisions. This methodology allows employees to connect their own work to those results.

These elements, or levels of operations, are defined differently than traditional methods because the focus is on results, rather than similar processes, outputs, function, location, etc. Results are organized from the "bottom-up." So, services are first grouped by common purpose, or result, into programs, and programs are grouped by common purpose into lines of business. Defining levels of operations in this way makes it possible to demonstrate how each level of operation contributes to the next highest level, creating an aligned organization.

Stakeholder Involvement in Plan Development

The first step in stakeholder involvement is to listen to customers, because our customers determine success. Therefore, the driving force of our strategic planning process is the customer. We need to identify who they are, what they require, and how they can participate in the strategic planning process.

Several techniques can be employed to involve both internal (coworkers, employees) and external (constituents) customers in the planning process. Some face-to-face techniques include town meetings, focus groups, and interviewing. Other techniques to listen to the customer include questionnaires (open and closed-ended) and observation (obtrusive and unobtrusive).

Involving customers in the planning process enhances buy-in and support of the plan and its goals. This participatory process is crucial to success of the plan.

Performance Measures contained within each Program

Defining results at the operational level demonstrates to employees how their work contributes to achieving goals and purpose/mission. Performance measures (primary and/or secondary) are contained within each program, in order to make alignment with purpose clear. Employees will likely produce their results within a few programs, most within one program. Employees need to be able to think about their work in terms of the result they generate in that program, and how their goals contribute to results at the next highest level. In this manner, the strategic plan is itself integrated, that is, it connects employees working at the operational level to the results of the operation.

Next Step – Conducting a Services Inventory
Proper identification of services is critical to thinking about results (outcomes) rather than efforts (processes).

CONDUCTING A SERVICES INVENTORY

Purpose

A services inventory is a collection of deliverables or products that the customer receives. The inventory represents the products or completed efforts that are provided to internal and external customers. Services may be tangible in nature, as in a product provided, or intangible, as in a service provided. They are distinct from processes in that they represent 'deliverables' to the customer. Services are described as nouns, not verbs, thus defining services in terms of what the customer gets rather than in terms of what the department does.

Identifying the services provided allows departments to:
- Clarify for internal and external customers exactly what the department does and does not do in providing services to the community.
- Clarify for employees the interrelatedness, in terms of results, of the services they and their co-workers provide, helping to establish a results-oriented culture.
- Identify important outputs the department wants to monitor and manage.
- Create an accounting structure that permits departments to capture and monitor cost per output and result.
- Provide a linkage to individual and team accountability.
- Strategically identify the cost information, often captured as a cost per unit of service measure, needed to make day-to-day decisions.

Steps: Conducting a Services Inventory

1. Identify and list one service from each major area in the organization.
2. Review the list and rephrase, as necessary, so that every item meets the criteria for a "service."
3. Complete and finalize the list of services.
4. Check: Do these services meet the key criteria?

Step 1: Identify and list one Service from each major area in the organization
- Key questions to identify and define a service:
  1. What are the discrete things, the "deliverables", which we give to our customers?
  2. Who is the customer for this service?
  3. Where, in the management structure of our organization, do we want to start identifying our services?
  4. If we were selling our services on the open market, and we needed to produce a small brochure for marketing purposes, what would we list on the front, in bullets, that would tell people, quickly and succinctly, what tangible or intangible 'thing' they could buy from us?

Examples of Services:
- Training Courses……….rather than "conduct training"
- Investigation Findings…rather than "conduct investigations"

Step 2: Review the list and rephrase, as necessary, so that every item meets the criteria for a "service"

- Every service should:
    1. Have a customer who receives the service.
    2. Be expressed as a noun or noun phrase. This shifts focus to deliverables and away from efforts or processes.
    3. Be measurable as a count of something. Services are outputs that, when measured, are described as "# of X delivered."
    4. Represent the "end product" or "delivered service", rather than an action engaged in prior to actually delivering the service to the internal or external customer.
    5. Be identified at the appropriate level, in terms of scope, in the organization.

Step 3. Complete and finalize the list of services

- Complete the listing of services by identifying additional items from each area of the organization. Combine duplicated items as needed.
- To stimulate strategic thinking, ask:
    1. Of all the things that we do, which are especially important to us from the perspective of capturing and managing costs?
    2. Of all the things that we do, which are especially important to the county's decision-makers, from the perspective of capturing and managing costs?
    3. Of all the things that we do, which are most important to policy makers — which things would they likely look for to be sure they were being provided to the community?

Step 4. Check: Do these services meet the key criteria?

- Does the list include all key services and products provided by the department to internal or external customers?
- Are all the services expressed as nouns?
- Do all the services represent the 'deliverable' that is provided to the customer at the point of contact?
- Are all the services identified at the appropriate level in the organization?
- Does this listing permit us to strategically identify the cost information, often captured as a cost per unit of service measure, needed to make day-to-day decisions?
- Does this compilation of services identify important outputs the department wants to monitor and manage?
- Will this compilation of services help us develop performance information that we can use to manage our department?
- Will this compilation of services help us develop performance information that we can use to 'tell our story' to external stakeholders?

Next Step - Delineating Programs – Grouping Services

This step, though sometimes difficult and tedious, is critical to the "bottom-up" creation of the strategic plan. Next, these services are grouped together by common purpose into programs, forming the first "building block" of the plan that is connected to the accounting and budgeting system.

DELINEATING PROGRAMS: GROUPING SERVICES INTO PROGRAMS

Purpose

Programs are a set of services grouped together by common purpose or result. Programs may include services to the public or to internal customers within the department. Programs are managed at the service delivery level and form the "building blocks" of the strategic plan. Defining programs in a manner that supports results-oriented management ensures that the department and its employees understand why they are doing what they are doing in terms of <u>benefits</u> to clearly identified customers.

A program is comprised of:
- A set of services with a common purpose
- A purpose statement
- A family of measures

Programs provide a context, through the purpose statement and family of measures, for making better business decisions. The structure of programs in the strategic plan provides the organizational structure for the performance budget, ensuring that stakeholders have the performance information – at the operational level – to make resource allocation and other decisions during the budget process. In this way, the programs are the "nuts and bolts" of the strategic plan.

Programs are developed to:
- Ensure that the department is clear about who the customer is and the intended benefit for every program
- Provide a results orientation for communicating with employees about the services they provide and their contribution to results
- Provide a sense of purpose for county employees
- Provide the structure for the performance budget
- Provide the direct linkage to executive, team, and employee performance plans and evaluations
- Create accountability through the "family of measures"

Steps: Grouping Services into Programs

1. Review strategic results and issue statements.
2. Group services by common purpose, or result, rather than other criteria, such as current organizational structure, funding source or tradition.
3. Consider priority results that need to be illuminated through purpose statements and performance measures.
4. Analyze and confirm entire structure of programs.

Step 1: Review strategic results and issue statements (Business Environment)
Strategic results are accomplished through the creation of results at the program level. It is important to review these strategic results now so that programs can be delineated within the context of future results to be achieved.

- Review the strategic issues and strategic results.
- Concisely summarize the desired results.

Step 2: Group services by common purpose, or result, rather than other criteria, such as current organizational structure, funding source or tradition.
This is the juncture where planners can construct a strategic plan that permits them to "tell their story" — particularly to decision-makers, and to employees – in ways not possible before.

- **Confirm the inventory of services.**
- Group services by common purpose, carefully considering the different approaches to doing so:
  - Common results produced?
  - Common primary customer?
  - Common benefit?
- Consider priority results that need to be illuminated through purpose statements and performance measures.

Results can be thought of in several ways. Some results are more important than others to department and decision makers. Pulling those services out from their groupings to form a distinct program so that purpose statements and performance measures can be developed specifically for those results is one way to illuminate those results very strategically.

Similarly, some services are crosscutting, and are provided through several work units. For example, if the department wants employees to prioritize efforts to focus on those results in a different way than in the past, then pulling those services out of the more traditional groupings to form a "program" can create that kind of emphasis.

Step 3: Consider priority results that need to be illuminated through purpose statements and performance measures

Consider the following issues:
- How can we be strategic in our thinking, as we consider different sorting options?
- What information do we know our external stakeholders need, and how do we structure services and programs so that they can get that information quickly and easily?
- How do we want our performance budget structured so that it supports the results orientation that we want?
- Sort and re-sort services until confident that the groupings will provide performance information in the manner desired.

Step 4: Analyze and confirm entire structure of department's programs.
- Confirm groupings – ensure that particular sorting will illuminate performance information in the desired manner.
  - How does performance information need to be organized in order for us to tell our story in the way that we want?
  - How do we want to organize our efforts so that particular results are produced?
  - How can we be strategic in our thinking, as we consider different sorting options?
  - What information do we know our external stakeholders need, and how do we structure services and programs so that they can get it quickly and easily?
  - How does our budget need to be structured to support a results-orientation?
- Name each grouping, which now becomes a program. This becomes the name of the program.

- Summarize the services in the program into a noun phrase to ensure they have a common purpose.

Check: Does this structure of services into programs meet the key criteria?
- Will this arrangement of services into programs provide the department/agency the kind of performance information needed to manage day-to-day?
- Will this arrangement of services into programs provide decision-makers the kind of information they need?
- Will this arrangement of services into programs provide the Board of Commissioners the kind of information it needs to make budgetary decisions on behalf of the public?

Next Step – Delineating programs: Developing purpose statements
Programs form the first "building block" of the plan and are connected to the accounting (MUNIS) and budgeting systems (BRASS).

DELINEATING PROGRAMS: DEVELOPING PURPOSE STATEMENTS

Purpose

Employees working within each program develop purpose statements and the family of measures for each program. Purpose statements are clear, concise, and results-oriented statements that bring together the name, the service or product delivered to the customer and the intended benefit for the customer.

The purpose statement for programs helps employees become clear about their work purpose. Because it is developed collaboratively, it has the potential to help employees recommit to the work, understand their contribution to the accomplishment of results, create common understanding and sense of purpose among staff members, and become excited about service to the community.

Steps: Developing Purpose Statements

1. Name
2. Service or Product Provided
3. Customer
4. Result

Purpose statements are developed using the Managing for Results template. Use a facilitated, participatory process to formulate the purpose statement.

Managing for Results Template

The purpose of the _____ Program

is to provide _____
            (SUMMARY OF SERVICES PROVIDED)

to _____
            (CUSTOMER)

so that they can_____
            (PLANNED BENEFIT—EXPERIENCED BY CUSTOMER)

© Weidner Consulting

Ask questions to encourage strategic thinking and gain insight. Because purpose statements are so critical to the delineation of programs, and to the development of performance measures, it is important to gain consensus on purpose statements.

Step 1: Name
State the name of the program. Choose a name that has meaning not only to the employees involved in the program or service, but also to the customers and to decision makers.

Step 2: Service or Product Provided
State the service or product provided in clear language and keep it succinct. Be as specific and descriptive as possible, but keep it succinct. Use nouns and avoid adjectives. Avoid technical jargon – use commonly understood terms. Think in terms of

deliverables rather than processes, and be sure that the program's benefit or impact is not included in this line.

Step 3: Customer
- Identify the **immediate** customer. Again, be as specific and descriptive as possible, but keep it succinct. It may be necessary to brainstorm a list of customers and then narrow it down to the most immediate customer.
- Ask:
  - Who receives the direct benefit of this program or service?
  - For who does this program exist? Avoid huge generalizations such as "the residents of Franklin County" unless this program truly serves, as direct customers, anyone who lives in Franklin County. Otherwise, identify as the customer those who actually receive the services directly. Remember that customers may be internal or external to the organization.

Step 4: Result
Articulate the desired impact on the customer. What benefit will the customer now be able to experience as a consequence of receiving these services? What will change, improve, increase or decrease because of this program or service?

Be sure to do a reality check on your result: Can this program or service reasonably be expected to influence that outcome? Is it too indirect or long term? Is it too vague or broad to be measured? How do we know what our customers want?

When developing purpose statements, consider these key criteria:
- How has the program been defined and named in the past?
- Are the terms used to describe the service the same as the public uses? Should the terms change?
- Who has been defined as our customer in the past? Is this correct?
- Who are the immediate customers?
- To whom do we directly provide our product or service?
- Are too many customers identified?
- Who receives the direct benefit of program service?
- Is the service listed in the purpose statement a summary, not a listing, of the services provided?
- What is the planned benefit the department seeks to achieve? Can we directly influence the achievement of this result?
- Is the planned benefit stated in terms of results?
- Is it a result that can and should be achieved?

Other Tips on Purpose Statements
- The name of a program is important, especially to the staff and the customers. Be careful to write a name that accurately reflects what it is and that does not carry a stigma with the words used.
- Ensure that the "services" line of the purpose statement reflects the 'deliverables' provided to the customer, rather than processes. Use nouns or noun phrases to ensure a focus on the "what" that the customer actually receives.
- There is a tendency to define the customer too broadly. Focusing on the immediate customer, the people or person who directly receives the benefit, is a critical success factor in writing purpose statements and developing results-oriented performance measures.

- The result or benefit is defined as what the program can reasonably be expected to significantly influence. Results such as "world peace" and "living happy lives" are great, but difficult to quantify or attribute directly to a departmental activity.
- The "results" line of the template leads directly to development of the results measure. If the result measure does not emerge easily from the "result" line of the program purpose statement, then the team should revisit the statement.
  - Is the result too broad or vague to be measured?
  - Is the result actually contained in the "services" line, rather than the 'result' line?
  - Is the result too indirect or long term?
  - Is the customer identified correctly? Does the result match the benefits the customer receives?

Next Step - Developing Performance Measures

Now that purpose statements define the desired results, a family of measures can be developed in a meaningful way.

DEVELOPING PERFORMANCE MEASURES

Purpose

Performance measures generate the information that managers need to produce results and determine the degree to which the results are being achieved. Performance measures define the information that management needs to manage. Performance measures are tied directly to the operations of the department, i.e., programs and services.

Franklin County has chosen an approach to performance measurement that includes Primary Results, Primary Outputs, Primary Demand and Efficiency measures. These four categories of measures are developed for all programs.

Characteristics of High Quality Performance Measures

- **Relevant** - logically and directly related to the program purpose

- **Understandable** - communicated in a clear manner.

- **Consistent** - used uniformly in the planning, budgeting, accounting and reporting systems.

- **Comparable** - provides a clear frame of reference for assessing performance over time to demonstrate performance trends.

- **Timely** - available to users before the information loses its value in assessing accountability and making decisions.

- **Reliable** - derived from systems that produce controlled and verifiable data.

Primary Performance Measures

To facilitate performance-based budgeting, OMB is requiring that each program have a set of primary performance measures. The primary measures will greatly simplify the definition and calculation of efficiencies, and also help focus budget review on the key measures of program performance.

Definition: A set of five aligned measures – one demand, one output, one result, and two efficiencies: output efficiency and result efficiency. These measures provide a comprehensive view of total program activity.

Steps: Primary Performance Measurement Development

1. Consider what information the department/agency needs to manage.
2. Review basic requirements for performance measures.
3. Develop Primary Demand, Primary Output, Primary Result, and Efficiency measures for each program. Check each against key criteria.

Step 1. Consider what information the Department needs to manage.
- Ask the following questions:
    1. What information do we need to manage day-to-day operations?
    2. What information do the customers and stakeholders want to see?

Step 2. Review basic requirements for performance measures.
- Ask the following key questions to identify basic requirements:
    1. **What kinds of performance measures are required?**
       As part of the development of strategic plans, County departments/agencies will develop at least one performance measure in each of the four categories-- demand, output, result, and efficiencies – for every program.
    2. **Who develops performance measures?**
       Because the goal is to develop measures for use in day-to-day decision-making, performance measures development needs to be a participatory process.
    3. **For what period of time are we writing performance measures and targets?**
       Performance measures are set and written prospectively for the upcoming fiscal year as part of the development of the department's/agency's strategic plan. As data is collected, information about program performance is reported retrospectively.

Performance Measurement Tips
- Start by determining what information is needed, then determine how to get the data. Don't be limited to only those measurements where data is currently available.
- Make sure to be clear about the differences between results and outputs.
- Make sure the result measures align with the result in the purpose statement. This is a critical success factor in developing good measures.
- Make sure you can answer the question: "How will this information be used?" If you cannot answer this, then the value of the measure should be questioned.
- Measures will be used to make day-to-day decisions – and should be developed in a participatory manner.

Step 3. Develop Primary Demand, Primary Output, Primary Result, and Efficiencies for Each Program

Primary Demand Measures

Definition: a primary demand measure reflects the *total* number of customers requesting/needing service or the *total* amount of service requested. It can be an aggregation of more detailed demand measures, or a more general measure of demand that better captures the *total* amount of customers seeking service or *total* amount of service requested.

Development Steps
1. Edit/Update the demand measure from your current plan, or develop a new primary demand measure that satisfies the following criteria:
    a. Gauges the total amount of service requested/required/needed
    b. Over time, all else equal, decreasing values imply a lower need for total program resources
    c. Over time, all else equal, increasing values imply a higher need for total program resources

2. Report the primary demand measure in the space provided on the program plan template. For the initial development of next year's plan, you only need to define the measure. You do not need to list a specific number that reflects estimated demand. You will provide this estimate when you develop your upcoming budget request.

Key Criteria for Primary Demand Measures
1. Does the measure gauge *total* request/requirement/need for program service, or the *total* customers requesting/requiring/needing service?
2. Does the primary demand measure correspond to the primary output measure for this program?
3. Can the measure be used to track the need for total program resources?

Primary Output Measures

Definition: a primary output measure reflects the *total* number of customers receiving service or the *total* amount of service provided. It can be an aggregation of more detailed output measures, or a more general measure of output that better captures the *total* amount of customers served or *total* amount of service provided.

Development Steps:
1. Edit/Update the output measure from your current plan, or develop a new primary output measure that satisfies the following criteria:
   a. Gauges the amount of demand that is satisfied
   b. The unit of measure is identical to the unit of measure used for primary demand
   c. The measure is strongly and positively related to *total* program expenditure; higher values imply higher expenditure; lower values imply lower expenditure

2. Report the primary output measure in the space provided on the program plan template. For the initial development of next year's plan, you only need to define the measure. You do not need to list a specific number that reflects estimated output. This estimate will be provided when you develop your upcoming budget request.

Key Criteria for Primary Output Measures
1. Does the primary output measure reflect the *total* service provided or customers served?
2. Does the primary output measure reflect the amount of primary demand that is satisfied?
3. Can the information be used to develop a *total* program expense budget?
4. Can the information be used to justify *total* program expense in light of what is produced by the program?

Primary Result Measures

Definition: a primary result measure reflects the *percent* of *total* customers receiving service that experience the intended benefit of the program. Alternatively, a primary result can reflect the *percent* of *total* service that provides the intended benefit of the program.

Development Steps
1. Choose a result measure from the previous year's plan, or develop a new primary result that meets the following criteria:
   a. Reflects the percent of primary output that achieves the programs purpose statement
   b. The numerator of the percent is the same unit of measure as the primary output unit of measure
   c. Does *not* measure primary output divided by primary demand
   d. Is strongly and positively related to the intended benefit of the program, as defined in the purpose statement; a higher percent implies more benefit; a lower percent implies less benefit
2. Report the primary result measure in the space provided on the program plan template.   For the initial development of next year's plan, you only need to define the measure. You do not need to list a specific percentage that reflects the estimated result. This estimate will be provided when you develop your upcoming budget request.

Key Criteria for Primary Result Measures
1. Does the primary result measure impact, not process?
2. Does the primary result align with the result in the purpose statement?
3. Can the measure be used to track the timeliness, accuracy, quality, or effectiveness of program output?

Efficiency Measures

Definitions: Within the performance-based budgeting framework, two types of efficiencies are defined: *output efficiency* and *result efficiency*.

- Output efficiency is the ratio of total program expenditure to primary output, and is used as an indicator of cost-efficiency.

- Result efficiency is the ratio of total program expenditure to primary result, and is used as an indicator of cost-effectiveness.

Neither of these measures will reflect the true unit cost of producing an output or result, but are still useful to gauge cost-efficiency and cost-effectiveness within a program over time.

1. Each efficiency is determined based on your definition of primary output and primary result.

2. Edit/Update the program efficiencies, as necessary. Report output efficiency as "total program expenditure per (*insert definition of your primary output*)"; report result efficiency as "total program expenditure per (*insert definition of your primary result*)".

3. In developing next year's Business Plan, you do not need to identify specific values for either efficiency. These values will be determined via your upcoming budget request.

Secondary Performance Measures

Definition: These program activity measures (outputs, demands, and results) can be the categorization of primary performance measures, or they can be different performance measures (outputs, demands, results) that reflect separate program activity that is deemed important for consideration by decision makers.

The purpose of identifying secondary performance measures is to ensure that needed information will be available to best describe and manage a program. In some cases, primary performance measures may not be sufficient to completely describe program demand, output, or results. In such cases, additional – secondary – performance measures may be needed to more fully communicate program activities and better manage program operations.

Development Steps
1. Review the list of <u>primary</u> demands, outputs, and results identified for each program.
2. Address the following key criteria (see next page for specific criteria for each type of secondary performance measure):
   a. Are additional measures needed to tell the program's story?
   b. Do primary measures need to be disaggregated (into secondary measures) to facilitate better program management?
   c. In short, are primary performance measures sufficient to satisfy your program performance information needs?
3. If additional information is needed, develop the necessary secondary demand, secondary output, and secondary result measures. <u>In most cases, these measures have already been developed in the previous year's plan</u>.
4. List each secondary measure that you plan to report to BRASS (the performance-based budgeting system) in the space provided on the program plan template.

Key Criteria for Secondary Demand Measures
1. Is this a baseline or trend?
2. How reliable is the data?
3. Do the secondary demand measures have corresponding secondary output measures?
4. Does the measure align with the program purpose?
5. How will this information be used?

Key Criteria for Secondary Output Measures
1. Does this measure effort?
2. Do the secondary output measures contribute to the program results?
3. Do the secondary output measures align with the program purpose?
4. How will this information be used?

Key Criteria for Secondary Result Measures
1. Do the secondary results measure impact and/or process?
2. Do the secondary results align with the result in the purpose statement?
3. How will this information be used?

Examples of Primary and Secondary Performance Measures with Program Purpose Statements follow on the next pages.

Examples of Primary and Secondary Performance Measures with Program Purpose Statements

1. *The purpose of the Water Quality program is to provide pollution corrective action plans and engineering services to the residents of affected areas so they can live free of health hazards that result from failed home wastewater disposal systems.*

   Primary Demand Measure:
   # of homes identified as unsanitary

   Primary Output Measure:
   # of homes brought into compliance

   Primary Result Measure:
   % of unsanitary homes brought into compliance within time standards

   Efficiency Measures:
   Total Program Expenditure per home brought into compliance
   Total Program Expenditure per home brought into compliance within time standards

   Secondary Demands:
   # of homes identified in emergency unsanitary condition
   # of homes identified in non-emergency unsanitary condition

   Secondary Outputs:
   # of emergency homes brought into compliance
   # of non-emergency homes brought into compliance

   Secondary Results:
   % emergency homes brought into compliance within 30 days
   % non-emergency homes brought into compliance within 90 days

2. *The purpose of the Protective Assessment and Crisis Intervention Program is to provide investigative, risk assessment, and emergency intervention services to children reported and/or determined to be at risk so they can have their immediate needs for safety met.*

   Primary Demand Measure:
   # of investigations referred

   Primary Output Measure:
   # of investigations concluded

   Primary Result Measure:
   % of investigations concluded within 30 days of referral

   Efficiency Measures:
   Total Program Expenditure per investigation
   Total Program Expenditure per investigation concluded within 30 days

   Secondary Demand:
   # of children referred for investigation

   Secondary Outputs:
   # of children receiving investigation and opened for service
   # of children receiving investigation and not opened for service

   Secondary Result:
   % of children not opened for service that do not later open for service within six months of initial investigation

3. *The purpose of the Enforcement Program is to provide civil process services for the courts so they can carry out due process.*

   Primary Demand:
   # civil processes requested to be served/executed

   Primary Output:
   # civil processes served/executed

   Primary Result:
   % civil processes served/executed within appropriate time standards

   Efficiency:
   Total Program Expenditure per civil process served/executed
   Total Program Expenditure per civil process served/executed within time standards

   Secondary Demands:
   # Subpoenas requested to be served
   # Jury Summons requested to be mailed
   # Real Estate Properties requested to be sold

   Secondary Outputs:
   # Subpoenas served
   # Jury Summons mailed
   # Real Estate Properties Sold

   Secondary Results:
   # Subpoenas served within 30 days
   # Jury Summons mailed within 5 days
   # Real Estate Properties sold within 6 months

Section 3: Conduct a Stakeholder Review

Another initiative of the process to continually improve strategic business planning is enhancing stakeholder input. In this instance, stakeholder feedback would be utilized to enhance the development and review of 2005 Strategic Business Plans.

Definitions:

A stakeholder is anyone who has a stake in what happens. This includes those who will be directly or indirectly affected by a project, proposal or decision. They are organizations and individuals, both internal and external to Franklin County, who have an interest in County services and their success. Stakeholders can include, but are not limited to: citizens, clients, county staff, elected officials, other community businesses, economic development organizations, private funding organizations, and others.

Collaborative stakeholders might include:

- The Sheriff's Office and the Prosecuting Attorney's Office
- The Levy Review Committee and ADAMH, Aging, FCCS, and MR/DD
- The Board of Commissioners and all County agencies
- Domestic/Juvenile Court, FCCS and ADAMH

Techniques for Obtaining Stakeholder Feedback:

- **Interview:** One-to-one meetings with stakeholders to gain information, concerns and perspectives
- **Public Meetings:** Formal meeting with scheduled presentations
- **Focus Groups:** A forum with randomly selected members of a target audience to obtain input on planning decisions
- **Workshops:** An informal public meeting that may include a presentation, but end with interactive working groups

* The attached Stakeholder Review Form can be utilized as a guide in any of these techniques

Benefits of Stakeholder Reviews:

Stakeholder reviews can lead to decisions that maximize benefits, minimize negative impacts and satisfy a wide range of stakeholders. Successful stakeholder involvement can also:

- Inform the public about Agency issues, processes, and decisions which might affect them;
- Obtain information about community priorities and possible impacts of decisions;
- Identify diverse values, opinions and concerns, and the strength of stakeholder support for each;
- Help decision-makers make sensitive trade-offs among priorities;

- Increase stakeholder acceptance of plans, which in turn can facilitate greater public cooperation in implementing decisions and plans;
- Improve communication and relationships with stakeholders and communities; and
- Ensure that services are provided in a way that is consistent with stakeholders' values and priorities.

Stakeholder involvement needs to be clearly linked to decision-making, not simply an end of the planning process. Careful front-end analysis is necessary to determine what kind of stakeholder involvement is needed and how to ensure that stakeholders are involved in ways that will provide the greatest value both to the agency and the stakeholders.

Note: It is important to note that different stakeholders may want to be involved at different stages in the process. You should identify which stakeholders are most likely to want involvement at each, any or all stages of the strategic business plan process.

Although we are requesting that each Agency/Department identify key stakeholders who might volunteer to review their 2005 Draft Strategic Business Plan, it is not required. OMB staff may also identify stakeholders (in coordination with each Agency/Department) to participate as volunteer reviewers of Strategic Business Plans.

Section 4: Developing a Performance Measurement Plan

The purpose of a Performance Measurement Plan is to ensure that measures defined in your program plans will be available to monitor and manage your programs, and be valid and reliable indicators of program performance. All measures will have a data collection plan for how the data will be collected.

When establishing a performance measurement plan, agencies should ensure that performance information is sufficiently complete, accurate, and consistent.

1. Steps to plan development:
   a. Identify data collection processes for each measure: data sources (reports, surveys, etc.), measurement methods (samples, full counts, etc.), measurement frequency (weekly, monthly, etc.), data validation and quality control procedures.
   b. If data is not currently available for each measure, develop a plan to obtain it. What information systems (electronic or otherwise) need to be implemented? When will necessary systems be implemented? Who is responsible for implementation?

2. Use the performance measurement worksheet (on page 32) form to summarize your Performance Measurement Plan. OMB requires that this form describe your measurement plan for each primary performance measure. You can also summarize your measurement plan for secondary measures (optional).

Key Criteria for Performance Measurement Plan
- When establishing performance measurement systems, performance information must be sufficiently complete, accurate, and consistent.

- The data collection, maintenance, and processing systems should be designed to avoid significant error and biases.

- Sufficient information on verification and validation procedures should be included (Note: May want to revise into two sentences).   Specific procedures may include periodic review of data collection, maintenance, and processing procedures; periodic sampling and review of data; independent audits; or other established procedures for verifying and validating data.

- Assess the adequacy of your information and accounting systems for collecting and analyzing performance data.
   a. Discuss the adequacy of these systems and additional systems needs.
   b. Significant data limitations should be identified.
   c. Data supplied from an external source should be indicated.

Performance Measurement Worksheet Guidelines
1. Terms used in performance measures must be precisely defined so that the measures are correctly understood and calculated.
2. Formulas for calculation of the measures should be defined.
3. The definitions of measures should be documented.
4. When defining measures, sources for the data must be identified and documented.

PERFORMANCE MEASUREMENT WORKSHEET

PROGRAM NAME	Name
PROGRAM PURPOSE	Purpose
Measure Type: PRIMARY DEMAND *Total* number of customers requesting/needing service or the *total* amount of service requested.	Insert Primary Demand from program plan template.
Source(s)/Method(s) of Data Collection	Describe from where and how the data are gathered.
Method(s) of Calculating the Measure	Describe how the source data are used to estimate primary demand.
Frequency of the Measure	How often is the primary demand measured and reported?
Verification Process/Quality Control	Describe internal audit procedures used to validate accuracy of both source data and primary demand measure.
Comments	Describe any additional information about this measure.
Measure Type: PRIMARY OUTPUT *Total* number of customers receiving service or the *total* amount of service provided	Insert Primary Output from program plan template.
Source(s)/Method(s) of Data Collection	Describe from where and how the data are gathered.
Method(s) of Calculating the Measure	Describe how the source data are used to calculate primary output.
Frequency of the Measure	How often is the primary output measured and reported?
Verification Process/Quality Control	Describe internal audit procedures used to validate accuracy of both source data and primary output measure.
Comments	Describe any additional information about this measure.
Measure Type: PRIMARY RESULT *Percent* of *total* customers receiving service that experience the intended benefit of the program	Insert Primary Result from program plan template.
Source(s)/Method(s) of Data Collection	Describe from where and how the data are gathered.
Method(s) of Calculating the Measure	Describe how the source data are used to calculate primary result.
Frequency of the Measure	How often is the primary result measured and reported?
Verification Process/Quality Control	Describe internal audit procedures used to validate accuracy of both source data and primary result measure.
Comments	Describe any additional information about this measure.

PERFORMANCE MEASUREMENT WORKSHEET – (EXAMPLE)

PROGRAM NAME	*Water Quality Program*
PROGRAM PURPOSE	*Provide pollution corrective action plans and engineering services to the residents of affected areas so they can live free of health hazards that result from failed home wastewater disposal systems.*

Measure Type: PRIMARY DEMAND *Total* number of customers requesting/needing service or the *total* amount of service requested.	**# of homes expected to be identified as unsanitary**
Source(s)/Method(s) of Data Collection	Pollution Activity Log.
Method(s) of Calculating the Measure	Review the Pollution Activity Log and count the number of houses identified as being unsanitary.
Frequency of the Measure	Monthly
Verification Process/Quality Control	Pollution Activity Log is reviewed/signed off by Department Director. This log is reviewed for accuracy of houses being identified as unsanitary.
Comments	Department utilizes Federal Checklist and definitions to determine if a house is unsanitary.

Measure Type: PRIMARY OUTPUT *Total* number of customers receiving service or the *total* amount of service provided	**# of homes brought into compliance**
Source(s)/Method(s) of Data Collection	Job Completion Database. Review report of completed service tickets.
Method(s) of Calculating the Measure	Review Monthly Job Completion Report and count the number of houses brought into compliance.
Frequency of the Measure	Weekly and monthly reports are completed.
Verification Process/Quality Control	Pollution Supervisor inspects all jobs after service tickets have been completed to ensure home meets Federal compliance standards.
Comments	State inspectors have final authority to determine if a house is brought into compliance.

Measure Type: PRIMARY RESULT *Percent* of *total* customers receiving service that experience the intended benefit of the program	**% of unsanitary homes brought into compliance within a specified period of time.**
Source(s)/Method(s) of Data Collection	Review Monthly Job Completion Report.
Method(s) of Calculating the Measure	Divide the number of houses brought into compliance within the required period of time by the total number of houses brought into compliance.
Frequency of the Measure	Monthly
Verification Process/Quality Control	Director reviews calculation of primary output and result measures for accuracy.
Comments	The Department usually has 180 days to bring a home into compliance.